

CHAPTER V

CONCLUSION

A. Conclusion

KEMENKUMHAM is a government institution that serves the interests of the public sector. All activities undertaken are related to service, whether public service or internal service. Three of the four divisions within the institution are oriented towards the public interest, while the other division is oriented towards employee development and empowerment.

Every policy implemented by KEMENKUMHAM was in synergy with central government policy. This department responds rapidly to any policies that come from the central government. KEMENKUMHAM also continuously considers and examines every need of the people in relation to jurisdiction and human rights. Thus, this department always provides inputs that are useful for decision making at the central level.

Public satisfaction and employee happiness have always been an important orientation in any decentralized implementation of policies and decisions. These policies are often called HRM practices. Thus HRM practices play an important part in improving sustainable employees' well-being.

The sphere of happiness expressed by the division leaders were within the low level according to the standard of utilitarianism. Nevertheless, every division always strives for the happiness experience to be felt maximally by

many employees and society. This is in accordance with the utilitarian principle that says, "greatest happiness to the greatest number."

The happiness experiences expressed by employees are often different from one another, but also have some similarities. Almost all leaders consider happiness in relativism or subjective, where each leader has its own emphasis. Some leaders define happiness with issues of well-being, salary, welfare, bonus, helping people, sincere, etc. They also reveal pain experiences as opposed to the happiness experience. Pain and suffering are defined as a bad experience and should be avoided by every employee. Some of them are sanction - discipline and risk at work.

B. Managerial Implications

1. Respond on injustice treatment

Some employees feel injustice treatments from the leaders in assigning tasks and sanctions to their subordinates. There is a job delegation which out of job desks owned by employees. This leads to discomfort and resulting unfair feelings within employees. Actually this condition can be avoided if the leaders utilizing performance appraisal. If performance appraisal shows that an employee is not able to do certain tasks, then he/she can be trained first before the task is overflow.

2. Considering of New Improvement on Practical Issues

Static condition need for improvement in each division. Flexibility for serving the need of people would be better for service sector. Sometime, employees only doing their specific job without any new experience inside

the task. It would make their views and performances going stag in routine. Some improvement and approach needed for employees in facing new experience and duties. If employees always trained and prepared for accomplished new task and experience, they would know their ability and talent better than before.

3. Equal Treatment Between Leaders and Subordinates

Some treatment applying to the employees and leader were unfair in any cases, equal treatment should be similar in portion between employees and leaders so the atmosphere in the workplace can be conducive for work. Tendency to treat employees more perfectly than leaders should be minimizing. So employees feel fairly treatment between them. Sphere of happiness not only for the employees' interest but for the leaders also. So performance appraisal should put in the leaders' performance also. Performance Appraisal conducted by KEMENKUMHAM was still concerned to the employees only, and was not applied to the leaders. This condition can lead to an imbalance's treatment between employees and leaders. It would be better if performance appraisal can also be applied to leaders, so they can actualize themselves also into measurable performance.

C. Research Limitation

1. This research not covering the minimum service standards that all government sector agencies and employees are expected to deliver to their internal and external customers. The service standards are measures of the quantity and quality of the services that are provided by government sector employees to their internal and external customers. The standards cover the actual delivery of the service, the standards of employee behavior, and the availability of customer feedback and complaints processes.
2. This study not implying utilitarian theory on practical level. But only report happiness terminology within utilitarian framework. So there are no suggestion related how implying the utilitarian's norm and value in institution. This condition opened for critique from beneficial institution on the side.
3. The study also not integrating some gaps between utilitarian theory and the findings. It would be out of the purpose of research that previous under statement. Although kind of integrating the gaps needed for general understanding of the study, but it would make bias according to the statement of research's problem.

D. Suggestions for Future Studies

1. This research examine perception between employees and theories which established, and find some contrary and compatibility within. It would be

interested research, if rigor make sharply to the newest theory of utilitarianism and seeking corresponding to the workplace's condition then make managerial implications within policies.

2. The methodology used in this research was interview with personal's style. To explore informations with the style need some accuracy. Grouping interview would be pointful on applying plentyful number of employees.
3. The Utilitarian's theory has been renewing for fitting new recent issues on economic. External changing always happen on new research and theory, then utilitarianism need for improving the theory with new findings either on practical issues and/ or theoretical issues. For instance, neo-utilitarian is a new modification of old utilitarian constructed by John Stuart Mill. Implement the teory of utilitarianism to the spere of ethic's implication, be one's of some implementations needed. It can be interesting research in economic especially management on future research. Make some integration between theory and practical issues in many aspects on economic being the duties of resent researchers.
4. New challenges and changes in related issues make some critical aspect on the body of utilitarian's teory is needed. The new project can be fitting with the new challenge in practical management. It would be integrate with any ethical issues' appear in our decade. So there would be a new basic theory can be used for judging the new realm in human action, especially on economic.

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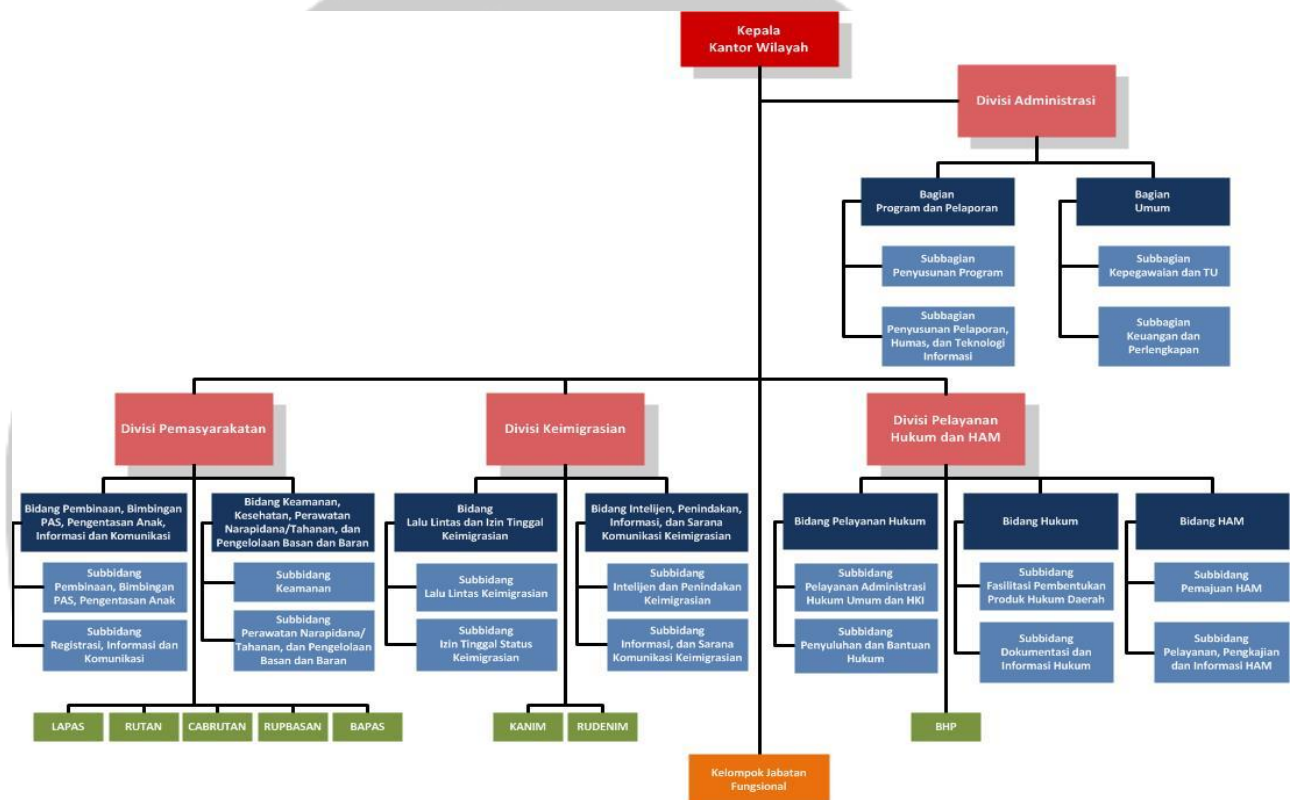
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APPENDIX I

Structure of Organization at Governmental Services of Human Rights and Law in Central Java Regional Office



A. Main Duties and Functions

1. Duties

The Regional Office has the duty to perform the duties and functions of the Ministry of Justice and Human Rights in the province area in accordance with the Ministerial policy and the provisions of the legislation.

2. Functions

To perform the tasks referred to above, the Regional Office shall functions:

- a. Coordination of planning, program control, and reporting;
- b. Implementation of services in the field of administration of general law, intellectual property rights, and provision of legal information;
- c. Implementation of facilitation of local legal product design, development of legal culture and legal counseling, and legal consultation and assistance;
- d. Coordinating the operational implementation of technical units within the Ministry of Justice and Human Rights in the field of immigration and correctional areas;
- e. Strengthening services of human rights in order to realize the respect, fulfillment, promotion, protection and enforcement of human rights; and
- f. Implementation of administrative affairs within the Regional Office.

B. Vision, Mission and Values

1. Vision

" Society Obtains Legal Certainty "

2. Mission

- a. Achieve quality legislation;
- b. Achieve quality legal services;

- c. Achieve quality law enforcement;
- d. Realizing respect, fulfillment, and protection of Human Rights...;
- e. Realizing administrative management services in the Ministry of Justice and Human Rights; and
- f. Realizing the apparatus of the Ministry of Justice and Human Rights with a professional and integrity.

3. Values

The Ministry of Justice and human rights uphold the values which refer to "P-A-S-T-I"

Professional: Apparatus of the Ministry of Justice and Human Rights is an officer who works hard to achieve organizational goals through the mastery in the field of duty, uphold ethics and professional integrity;

Accountable: Every activity in the framework of the administration can be accountable to the community in accordance with the provisions or regulations that apply;

Sinergy : We have commitment to build and ensure productive collaborative relationships and harmonious partnerships with stakeholders to find and implement the best, beneficial, and qualified solutions;

Transparant : The Ministry of Justice and Human Rights guarantees access or freedom for everyone to obtain information about the administration, ie information on policies, processes of manufacture and implementation, and the results achieved;

Inovative Ministry of Justice and Human Rights supports creativity and initiative to always make renewal in the implementation of duties and functions.

C. Public Service

The Ministry of Justice and Human Rights at Central Java has three forms of public services, namely:

1. General Legal Services, in which service is contained:

- a. AHU Online Usage Guide
- b. Intellectual Property Guide
- c. Citizenship

2. Immigration, in which service is contained:

- a. Foreigners Reporting Application
- b. Services for Foreigners

3. Correctional Institution, in which service is contained:

- a. Fostering Prisoners and Prisoners Services
- b. Security and order
- c. Health Service
- d. Correctional guidance for prisoners and Children
- e. Service of Confiscated Objects
- f. Information and Communication

APPENDIX II

RESEARCH PERMIT



KEMENTERIAN HUKUM DAN HAK ASASI MANUSIA REPUBLIK INDONESIA
KANTOR WILAYAH JAWA TENGAH
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SURAT KETERANGAN
NOMOR : W13.UM.01.01-421

Yang bertanda tangan di bawah ini,

Nama : SUSILO PRAMONO, S.H., M.H.
NIP : 195905061980031001
Jabatan : Kepala Divisi Administrasi Kantor Wilayah Kementerian Hukum dan HAM Jawa Tengah

Dengan ini menerangkan bahwa:

Nama : WINDRA LAKSANA PUTRA
Nomor ID : 155002458
Keterangan : Magister Manajemen, S2
Universitas Atma Jaya Yogyakarta

telah melaksanakan penelitian di Kantor Wilayah Kementerian Hukum dan HAM Jawa Tengah pada bulan Januari 2018 dengan judul penelitian "Employee's Perception on Well-being (an Utilitarian Perspective)".

Demikian surat keterangan ini dibuat untuk dipergunakan sebagaimana mestinya.

Semarang, 13 Februari 2018
Kepala Divisi Administrasi,



APPENDIX III

INTERVIEW GUIDELINES

A. Interview Guideline for the Heads

1. Condition and Concept (Well-being)
 - i. What do you know about well-being? Would you describe the employees' well-being in the workplace?
 - ii. Would you describe the way to managing the employees' well-being?
 - iii. How do you persuade your subordinates to have a sense of belonging in the workplace?
2. HRM Practices
 - i. What do you perceive on HRM Practices?
 - ii. How HRM Practices can provide a supportive condition for increasing happiness and pleasure?
 - iii. How can HRM Practices can minimize the condition of pain and suffering in the workplace?

B. Interview Guideline for the Staff

1. Perspective on Well-being
 - i. What do you imagine about well-being (happiness and pleasure) in the workplace?
 - ii. What do you do to make the condition (well-being) can be achieved and maintained?

- iii. What actions do you avoid so that the well-being conditions can be preserved?

2. HRM Practices

- i. What is your perceive on HRM Practices?
- ii. Would you describe how your superior demonstrates his/ her capacity to applying HRM Practices in the institution?
- iii. What is your contribution on applying HRM Pracice in the institution?

3. Public Sector

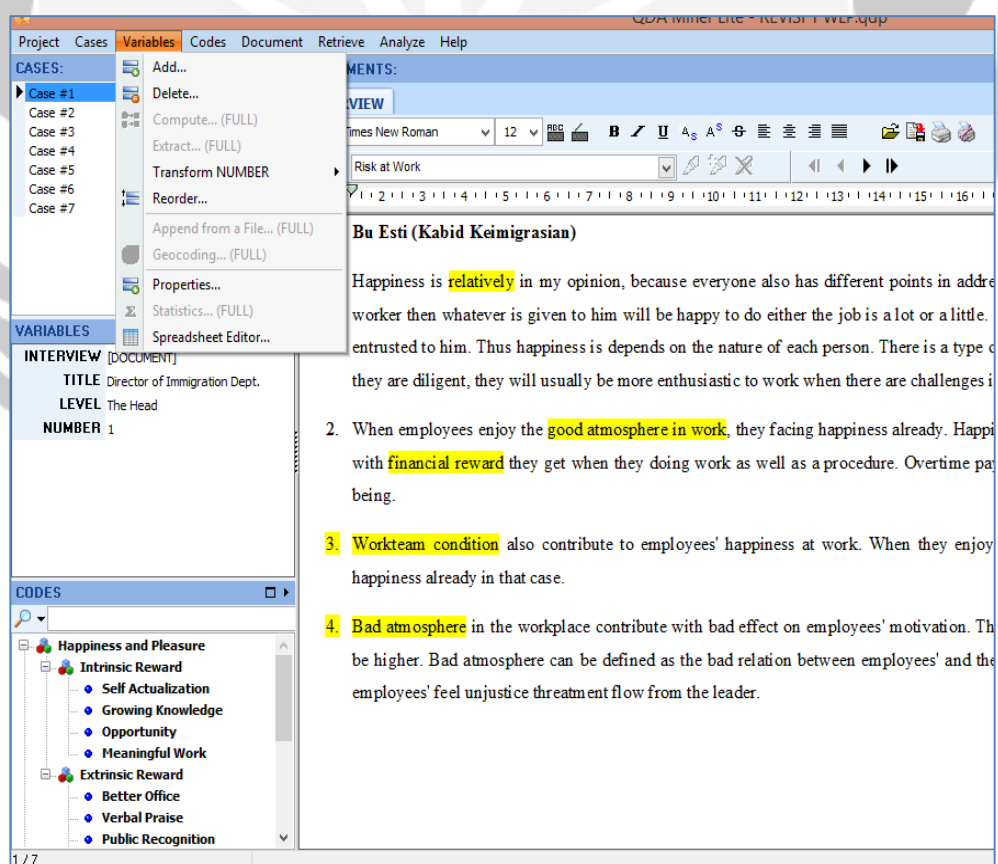
- i. Is there any satisfaction (happiness and pleasure) when you provide services in the public sector area? How do you explain it?
- ii. What your superior advises most when you serve in the public sector area?

APPENDIX IV

STEPS IN QDA MINER LITE

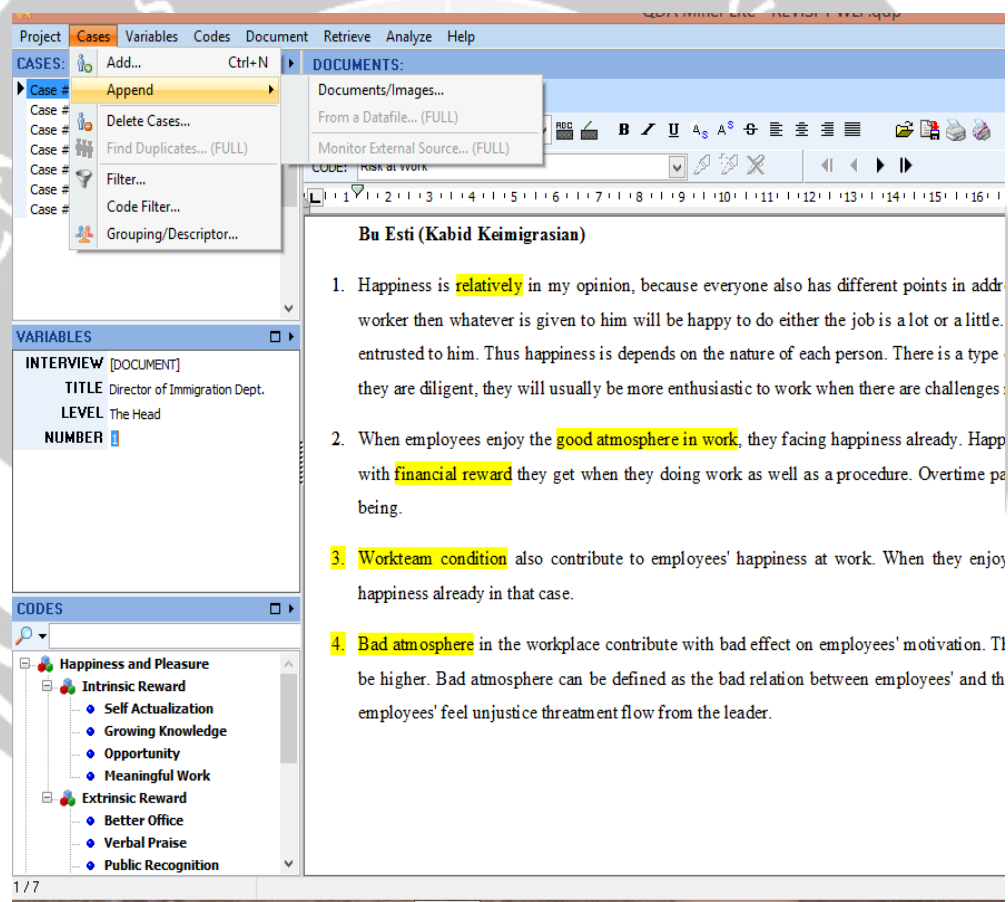
1. Creating Variables

The first step was to create a new blank project in the software, then dialog box appeared to ask for variable definitions. The variable comprised INTERVIEW, which was written-documented data from the interview, TITLE, which was the title of the informant, LEVEL, which was the structural level in the organisational structure, and NUMBER, which was the order of the interview list.



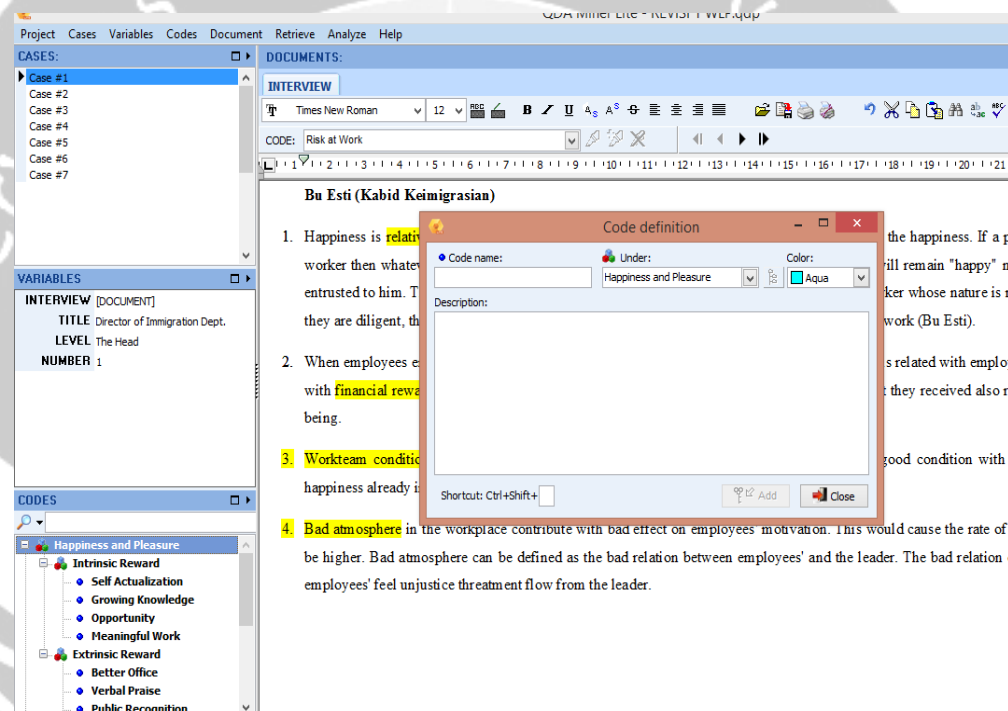
2. Appending Case

The following step was to append case, where the written-documented data from the interview were imported from the MS. Office document. All written-documented data were appended to the QDA miner Lite file. Next, each case was completed by information in the Variables.



3. Creating Codes

The third stage was to code the documents. It began with retrieving some keywords. For example, *intrinsic and extrinsic reward* was the keyword of the codes were *happiness and pleasure*. It applied to all codes created.



APPENDIX V

CODING RESULTS

A. HAPPINESS AND PLEASURE ON EXTRINSIC REWARD

1. Better Office and Verbal Praise

Category	Code	Case	Text	Title	Level
Extrinsic Reward	Better Office	Case #1	When employees enjoy the good atmosphere in work, they facing happiness already. Happiness is related with employees' well being, it is related with financial reward they get when they doing work as well as a procedure. Overtime payment they received also related with employees' well being.	Director of Immigration Dept.	The Head
Extrinsic Reward	Better Office	Case #1	Workteam condition also contribute to employees' happiness at work. When they enjoy the good condition with other employee, the facing happiness already in that case.	Director of Immigration Dept.	The Head
Extrinsic Reward	Verbal Praise	Case #4	Public service also in line with our happiness experience. When we service other people, we know that we are helping others. When	Immigration's Analyst	Staff

			people say, "Thank You" we feel happy also.		
Extrinsic Reward	Verbal Praise	Case #6	When we fighting for human right until it's accomplished then they were crying and say "thanks a lot", we feel very happy. In people's happiness, we found same happiness and pleasure.	Director of Law and Human Right Dept.	The Head

2. Public Recognition and Raise in Salary

Category	Code	Case	Text	Title	Level
Extrinsic Reward	Raise in Salary	Case #3	Employees' well being is kind of salary issues. I would experience kind of happiness when my salary is enough for my cost of living. My happiness going higher also when I realized that looking for a good job is not easy. This is very fortunately for me, when I get good job with good salary.	Admission's Staff of Immigration Dept.	Staff
Extrinsic Reward	Raise in Salary	Case #4	If salary increase for each employee is not too late, it would be called a kind of happiness.	Immigration's Analyst	Staff
Extrinsic Reward	Public Recognition	Case #4	If there any issues connecting with happiness, I would mention that are Caring from the Government and the leaders.	Immigration's Analyst	Staff
Extrinsic Reward	Raise in Salary	Case #7	Employees' happiness is in line with their welfare. If their welfare increase, their happiness would follow. I would not mention about salary only, although salary is very important issue. But specified on grade issue. Grade is important aspect for employees. Grade would be noted after leaders make some employees' performance appraisal. If they have good performace, it would be contribute in their grade as employees.	Director of General Affair Dept.	The Head

3. Bonus

Category	Code	Case	Text	Title	Level
Extrinsic Reward	Bonus	Case #2	Happiness is correlate with reward and employees' promotion. Otherwise, punishment, sanction and dicipline are pain experience for each employee. When we want to know about employees' well being namely happiness, pleasure etc, we just look at the employees' complaints, if there is no complaints from employees, that's mean that they are in good condition.	Deputy Director of HR and General Affair Dept.	Head Assistant
Extrinsic Reward	Bonus	Case #4	The most importance issues for our happiness is kind of bonus. If we accomplish our duties with good performance then we would get a proper performance's bonus. Still connected with this issues, our rate of performace allowence is increace from 70% to 80%. This is the good news for us.	Immigration's Analyst	Staff
Extrinsic Reward	Bonus	Case #5	When we talk about employees' well being, we talk about salary, bonus, holiday and services. If we get a lot of salary, we would be happy. If we doing good services, we would experience happy also.	Deputy Director of Correctional Institute	Head Assistant
Extrinsic	Bonus	Case	Grade is important aspect for employees. Grade would be noted	Director of	The Head

Reward		#7	after leaders make some employees' performance appraisal. If they have good performance, it would be contribute in their grade as employees, and in the end, it would be contribute to the reward namely bonus.	General Affair Dept.	
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4. Promotion and Paid Time Off

Category	Code	Case	Text	Title	Level
Extrinsic Reward	Paid Time Off	Case #1	When employees enjoy the good atmosphere in work, they facing happiness already. Happiness is related with employees' well being, it is related with financial reward they get when they doing work as well as a procedure. Overtime payment they received also related with employees' well being.	Director of Immigration Dept.	The Head
Extrinsic Reward	Promotion	Case #2	Happiness is corelate with reward and employees' promotion. Otherwise, punishment, sanction and dicipline are pain experience for each employee.	Deputy Director of HR and General Affair Dept.	Head Assistant
Extrinsic Reward	Promotion	Case #7	Employees' happiness is in line with their welfare. If their welfare increase, their happiness would follow. I would not mention about salary only. But specified on grade issue. Grade is important aspect for employees. Grade would be noted after leaders make some employees' performance appraisal.	Director of General Affair Dept.	The Head

B. HAPPINESS AND PLEASURE ON INTRINSIC REWARD

1. Self Actualization and Meaningful Work

Category	Code	Case	Text	Title	Level
Intrinsic Reward	Self Actualization and Meaningful Work	Case #4	Public service also in line with our happiness experience. When we service other people, we know that we are helping others. When people say, "Thank You" we feel happy also.	Immigration's Analyst	Staff
Intrinsic Reward	Self Actualization and Meaningful Work	Case #5	But In work it self, we found difference happiness. In doing services with sincere, we found a lot of happiness. Sincere is the spirit of all religion. When we are rich, we would find happiness, but when we are poor, we need sincere for being happy.	Deputy Director of Correctional Institute	Head Assistant
Intrinsic Reward	Self Actualization and Meaningful Work	Case #6	Happiness can not be separated with public services. In public services, we found great happiness. Especially, when we helping people to defend their right as citizen. Many agency take opportunity in looting human right. We helping them to take it back and protect their right as citizen.	Director of Law and Human Right Dept.	The Head
Intrinsic Reward	Self Actualization and Meaningful Work	Case #6	When we fighting for human right until it's accomplished then they were crying and say "thanks a lot", we feel very happy. In people's	Director of Law and	The Head

	Work		happiness, we found same happiness and pleasure.	Human Right Dept.	
Intrinsic Reward	Self Actualization and Meaningful Work	Case #7	All the head give services to their subordinates. It is called internal service. In doing this job, we found happiness and satisfaction also.	Director of General Affair Dept.	The Head

2. Growing Knowledge and Opportunity

Category	Code	Case	Text	Title	Level
Intrinsic Reward	Opportunity	Case #3	My happiness going higher also when I realized that looking for a good job is not easy. This is very fortunately for me, when I get good job with good salary.	Admission's Staff of Immigration Dept.	Staff
Intrinsic Reward	Opportunity	Case #3	Happiness also connected with good opportunity for learning. I work with many employees' with great experience, so I learn from them about many issues in working.	Admission's Staff of Immigration Dept.	Staff
Intrinsic Reward	Growing Knowledge	Case #3	The new experience in working also make me enthusiastic. Sometime, I face a new challenge in work condition that make me learn new issues.	Admission's Staff of Immigration Dept.	Staff
Intrinsic Reward	Opportunity	Case #4	There are any other happy experience which I prefer to mention it, we called "side job". When we take that job, we can experience go around other country. This is interesting also.	Immigration's Analyst	Staff

C. HAPPINESS AND PLEASURE ON SUBJECTIVE'S VIEW

Category	Code	Case	Text	Title	Level
Happiness and Pleasure	Subjective's View	Case #1	Happiness is relatively in my opinion, because everyone also has different points in addressing the happiness. If a person has a diligent type of worker then whatever is given to him will be happy to do either the job is a lot or a little. He will remain "happy" no matter how much work is entrusted to him. Thus happiness is depends on the nature of each person. There is a type of worker whose nature is relaxed, some are not. But if they are diligent, they will usually be more enthusiastic to work when there are challenges in the work.	Director of Immigration Dept.	The Head

D. PAIN AND SUFFERING

1. Unjustice Treatment ; Discipline and Sanction

Category	Code	Case	Text	Title	Level
Pain and Suffering	Unjustice Treatment	Case #1	Bad atmosphere can be defined as the bad relation between employees' and the leader. The bad relation can be emerged when some employees' feel unjustice threatment flow from the leader.	Director of Immigration Dept.	The Head
Pain and Suffering	Discipline and Sanction	Case #2	Happiness is corelate with reward and employees' promotion. Otherwise, punishment, sanction and dicipline are pain experience for each employee. When we want to know about employees' well being namely happiness, pleasure etc, we just look at the employees' complaints, if there is no complaints from employees, that's mean that they are in good condition.	Deputy Director of HR and General Affair Dept.	Head Assistant
Pain and Suffering	Discipline and Sanction	Case #3	In other side, when I should define suffering or pain experience, I would correlate it with any risk at work. As we know, public sector has a lot of risk which should avoid. There are high warning for illegal charges. If we charge an illegal rate for doing services, we warned for fired, so we should submit to the law.	Admission's Staff of Immigration Dept.	Staff

Pain and Suffering	Discipline and Sanction	Case #7	Employees' suffering or pain is conneted with dicipline and sanction. In any simple way, employees avoid bad experience in decreasing grade. That is way they give good dicipline and performace at work.	Director of General Affair Dept.	The Head
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2. Risk at Work ; Bad Office and Over Obligation

Category	Code	Case	Text	Title	Level
Pain and Suffering	Bad Office	Case #1	Bad atmosphere in the workplace contribute with bad effect on employees' motivation. This would cause the rate of employees' absences would be higher. Bad atmosphere can be defined as the bad relation between employees' and the leader. The bad relation can be emerged when some employees' feel unjustice threatment flow from the leader.	Director of Immigration Dept.	The Head
Pain and Suffering	Risk at Work	Case #3	In other side, when I should define suffering or pain experience, I would correlate it with any risk at work. As we know, public sector has a lot of risk which should avoid. There are high warning for illegal charges. If we charge an illegal rate for doing services, we warned for fired, so we should submit to the law.	Admission's Staff of Immigration Dept.	Staff
Pain and Suffering	Over Obligation	Case #4	I have a bad feeling in accomplish other employees' duties. So I called them suffering or pain experience in workplace. I think each employee has his/ her own duties that would not proper with the others. So, in my oppinion each employee has his/ her duties which could not delegated to others.	Immigration's Analyst	Staff

CHART RESULTS CASE 1
(Interview With Director of Immigration Dept.)

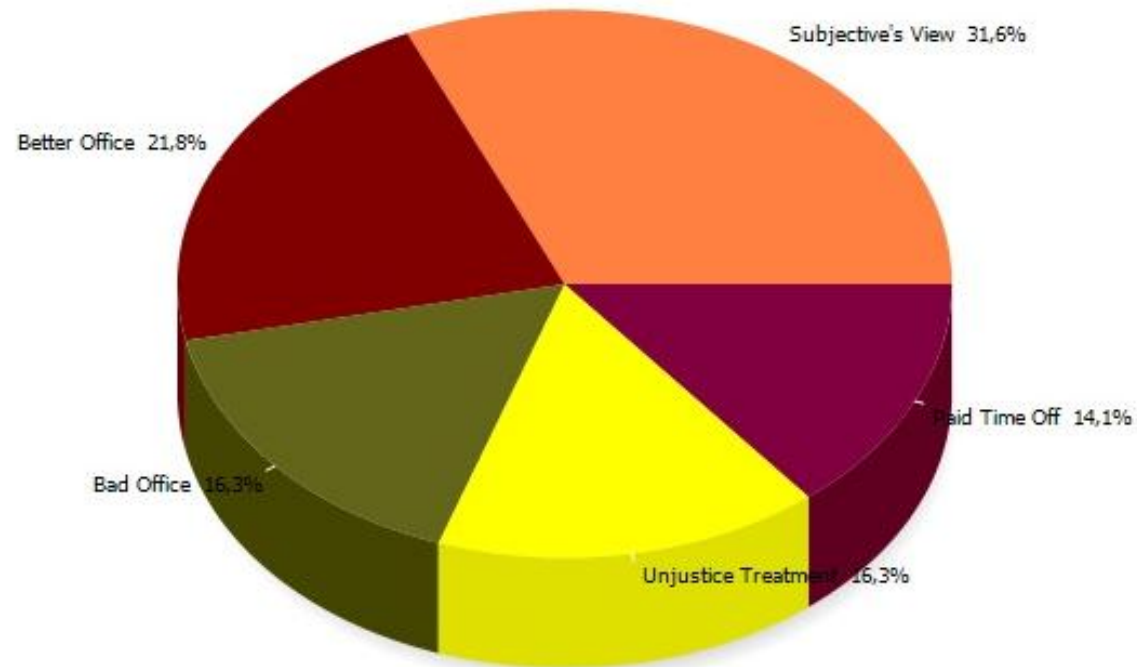


CHART RESULTS CASE 2

(Interview With Deputy Director of HR and General Affair)

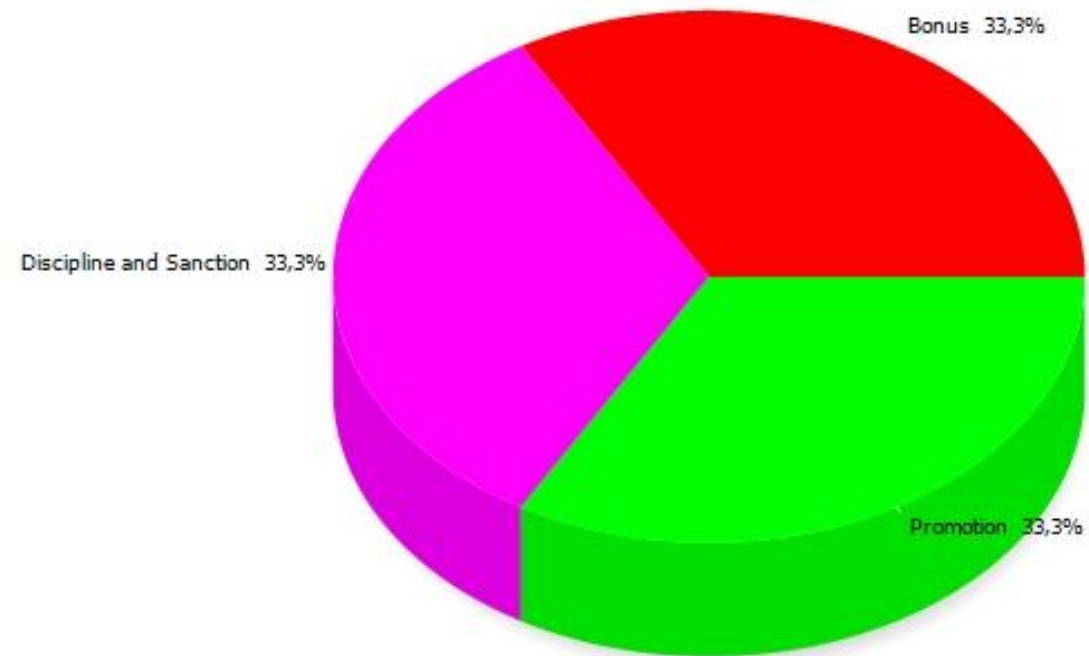


CHART RESULTS CASE 3
(Interview With Admission's Staff of Immigration Dept.)

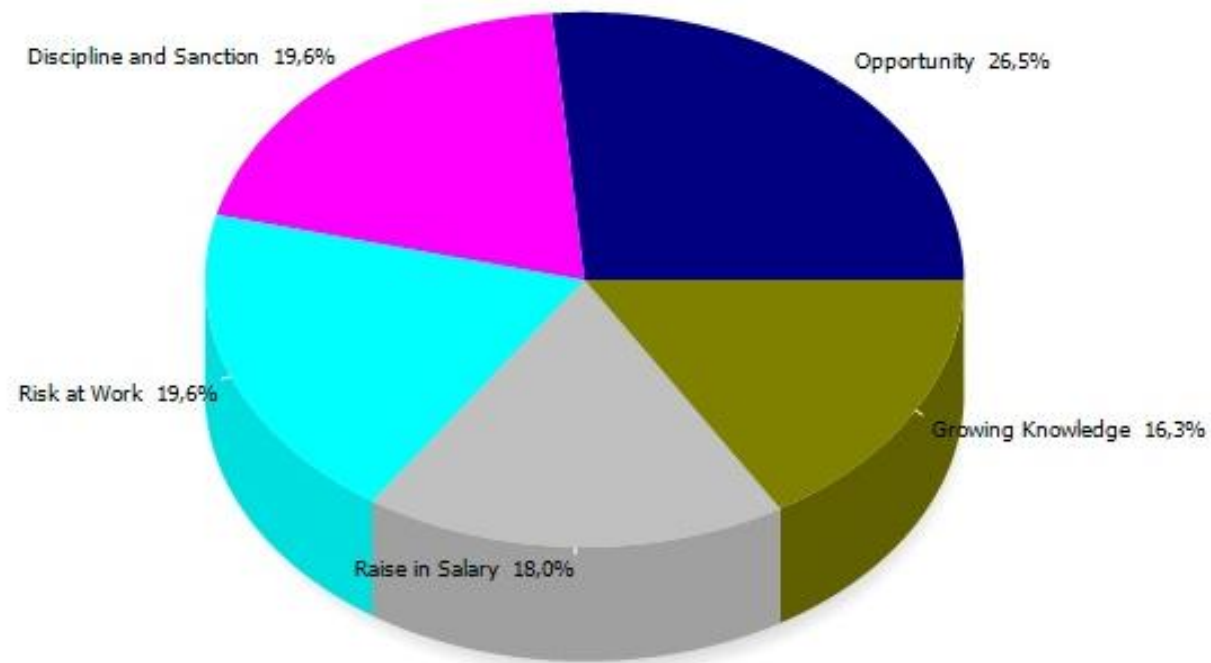


CHART RESULTS CASE 4
(Interview With Immigration's Analyst)

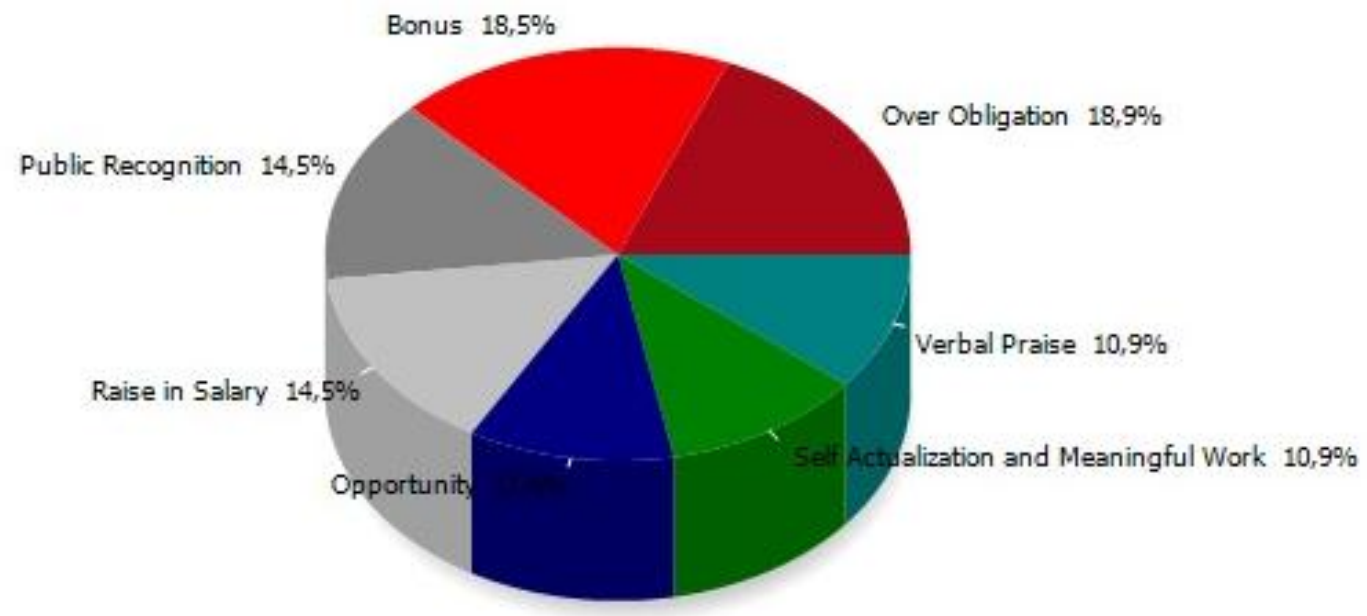


CHART RESULTS CASE 5

(Interview With Deputy Director of Correctional Institution)

Self Actualization and Meaningful Work: 56,1%

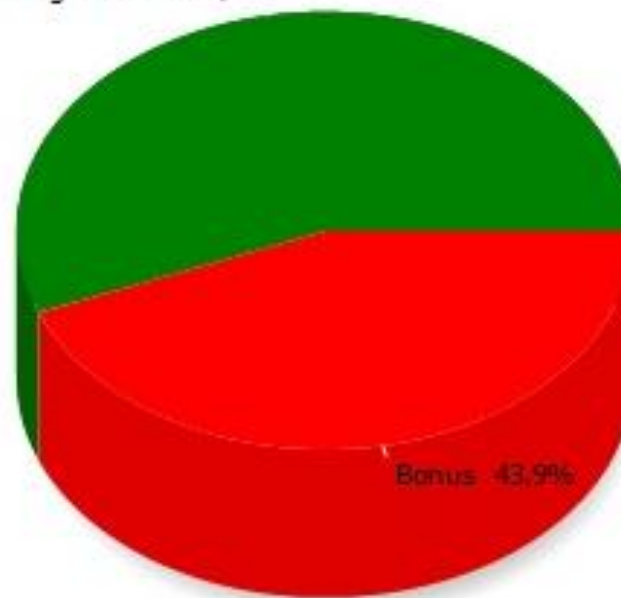


CHART RESULTS CASE 6

(Interview With Director of Law and Human Right Dept.)

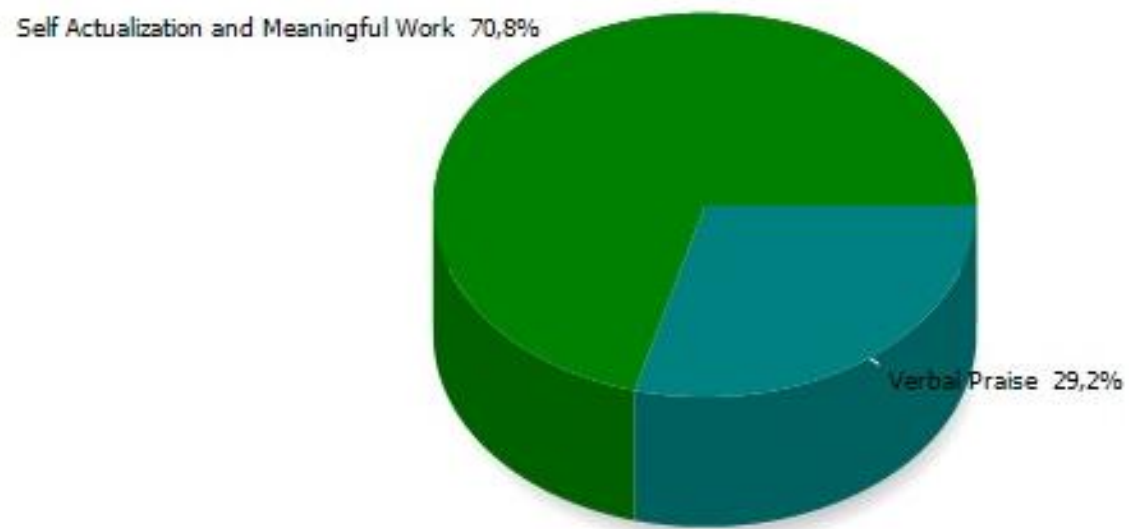


CHART RESULTS CASE 7
(Interview With Director of General Affair Dept.)

